CITY OF WHITEHORSE

Strategic Plan 2013

Whitehorse

THE WILDERNESS CITY

WHOLESALE

TABLE OF CONTENTS

INTRODUCTION

ADVENTURE STARTS HERE 1
ROAD MAP 1
THE WAY FORWARD 2

PART 1 STRATEGIC VISIONING

MANDATE 3
MISSION STATEMENT 3
GUIDING PRINCIPLES 4
VISION STATEMENT 5
VISION CHECKLIST 6
STRATEGIC FOCUS AREAS 6
STRATEGIC FRAMEWORK 7

PART 2 STRATEGIC ASSESSMENT

EXTERNAL TRENDS & INFLUENCES 11
ISSUES & OPPORTUNITIES 11
STRATEGIC TOPICS 12
INTERNAL FACTORS 13

PART 3 STRATEGIC PRIORITY SETTING

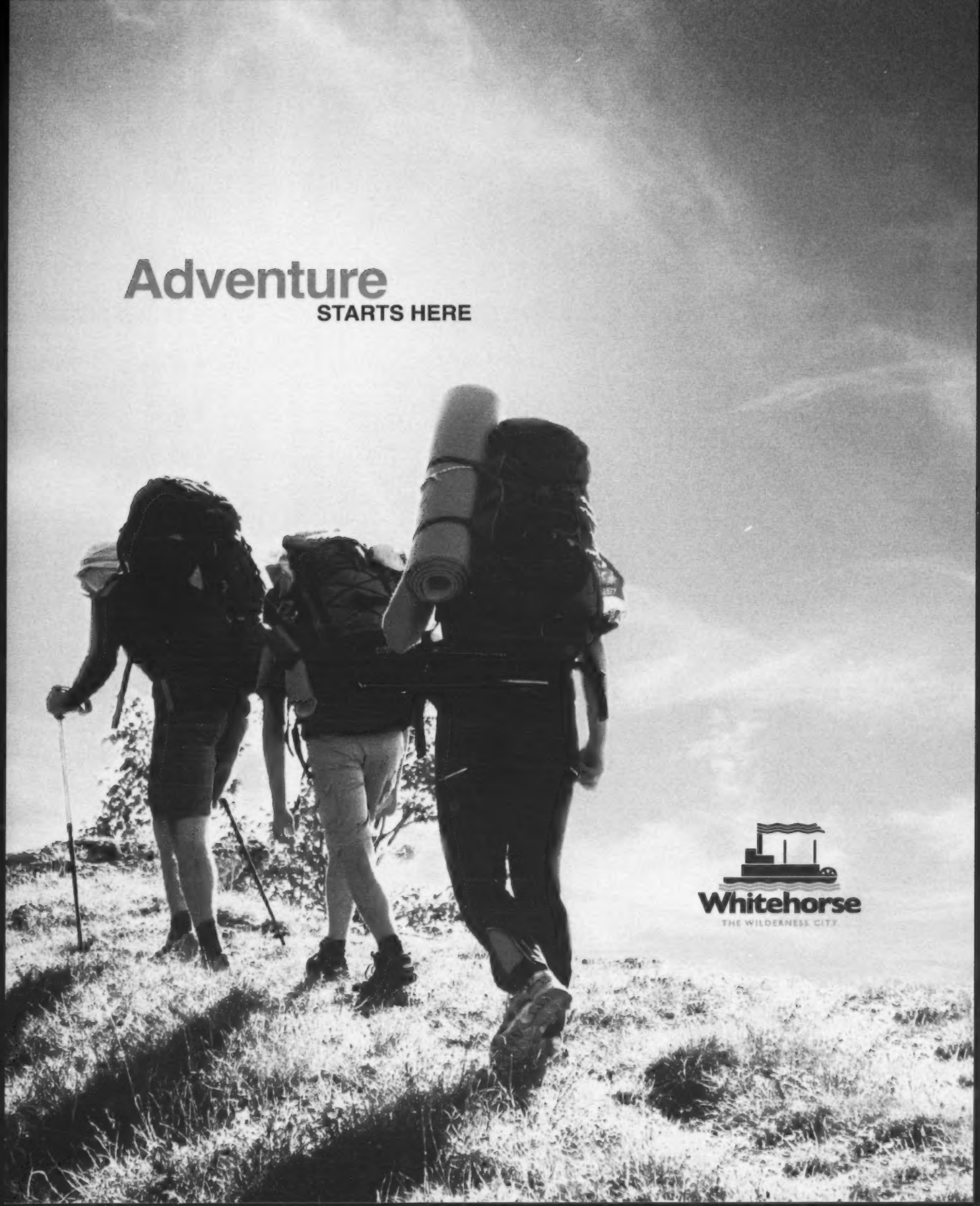
STRATEGIC POSSIBILITIES 15
STRATEGIC PRIORITIES 17
OPERATIONAL STRATEGIES 18

PART 4 STRATEGIC ACTION

IMPLEMENTATION PROGRAM 19
OPERATIONAL PROJECTS 19
ONGOING PROCESS 19
DIVISION STRATEGIC PRIORITIES CHART 20

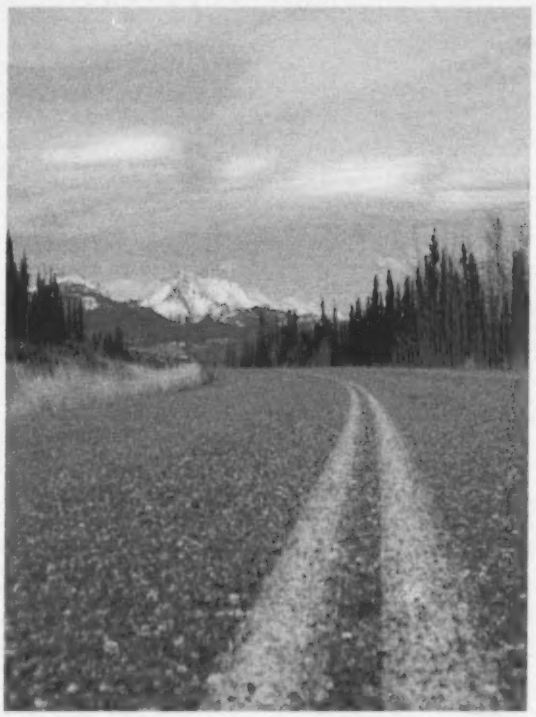
APPENDICES

1. COUNCIL VISION CHECK-UP 22-26
2. PUBLIC VISION CHECK-UP 27
3. COUNCIL ISSUE IDENTIFICATION 28
4. PUBLIC ISSUE IDENTIFICATION 29
5. REALITY CHECK 30
6. URGENCY CRITERIA 31
7. RESPONSIBILITY CRITERIA 32
8. PRIORITY WORK PROGRAM 33


Adventure
STARTS HERE
Whitehorse
THE WILDERNESS CITY

Road Map.

The City of Whitehorse is governed by a seven member Council consisting of the Mayor and six councillors. Elected in October of 2012, Council is committed to strategic decision-making. At the beginning of each new Council term, the City's **strategic plan** is developed through an inclusive process involving the public and staff. Priorities are determined and action plans established. The plan is updated quarterly and revised annually to assess progress and adjust to changing community needs.



"The City of Whitehorse Strategic Plan 2013 is a road map that will guide Council and staff towards a shared vision for the future - a plan to get us from where we are today to where we want to be as a city."

MAYOR DAN CURTIS

Developed with and for the community, this document is a tool that describes the way forward with a continued focus on improving performance and results in ten strategic focus areas, each with strategies and key initiatives that translate goals into specific actions. It becomes the basis for informed decision-making that meets the needs of residents and respects the City's focus on sustainability.

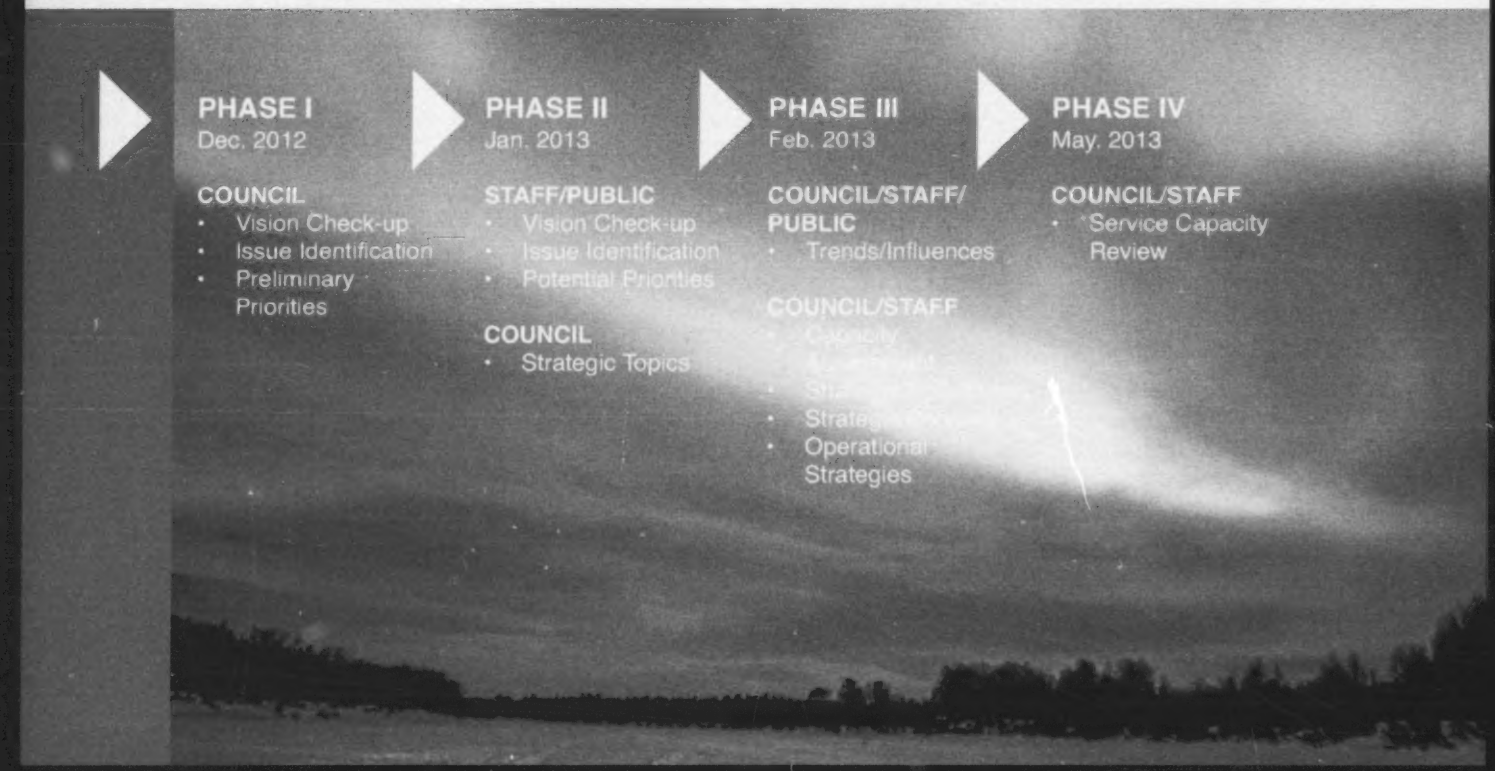
The Way Forward

The process began in December of 2012 and involved four phases. Council and senior management met to begin to set short-term (or NOW) strategic priorities and longer-term (or NEXT) strategic directions beginning with a Vision Check-up and identification of current issues and opportunities facing the City.

With input from five public sessions and four staff sessions held in January 2013 (Phase II), staff and the community confirmed Council expectations for the future of the City and Council established a list of sixteen strategic topics to be explored in the next phase of the process. Each strategic topic was explored and developed as a strategic possibility for Council's consideration.

After a thorough analysis of each strategic possibility during Phase III, Council determined its five strategic priorities that could be acted upon over the next 12 months as well as longer-term strategic directions which could be acted upon when the NOW priorities were completed. Council, staff and members of the public explored options to successfully implement these strategic priorities and 2013 action plans were developed for each. Council also confirmed the scope of its mandate and strategic areas for attention during this phase. Staff identified operational strategies and projects in support of the City's mandate and strategic areas.

During Phase (IV), Council's examination focused on current service delivery to maximize operational efficiency and effectiveness as well as the organization's capacity to be strategic (this is the focus of a companion document – *2013 Service Capacity Review).*



PART 1
STRATEGIC VISIONING

Strategic Visioning focuses on the future. The resulting mandate, mission statement, and principles direct ongoing attention to the internal aspects of the City. The vision statement, strategic areas and vision checklist describe expectations for the preferred future of the community. Together these items make up the City's strategic framework – the organization's touchstone to guide all action, decision and strategic priorities.

Mandate

The City of Whitehorse exists to provide municipal services to its citizens. Its legal mandate is determined by the Yukon Government through the *Municipal Act* that defines its role and limitations. As a 'grass root' level of government its service mandate is shaped by soliciting and responding to citizen and business needs. Council's legitimacy to make decisions and strategic directions on behalf of the community is derived from its political mandate upon municipal elections every 3 years.

To fulfill its mandate, the City assumes four key roles in the community:

Providing Services – The City continuously balances public expectations with available resources. Keeping taxes reasonable while providing quality services and infrastructure is a key aim of Council. Council counts on continued dialogue with residents and business to determine needs and allocate appropriate resources. It also relies on a well run organization that takes pride in serving the public to achieve service expectations.

Developing Strategies – The City develops a strategic road map for a preferred future of the community amidst changing global and regional influences. Council is dedicated to providing a high quality of life for residents. Council is also committed to facilitating a business environment that allows businesses and industry to flourish through consistent land use planning and business friendly policies.

Enabling Others – The City has limited resources to respond to community needs. It provides support for organizations that respond to interests that are aligned with the City's mandate and/or Council's strategic aims. Partnerships with private and nonprofit organizations leverage community resources while building community capacity to sustain the community's resilience and dynamic character.

Advocating Interests – Some community needs fall beyond the legislated mandate of the city and/or its capacity. Council establishes relationships with the Federal and Territorial governments to achieve funding allocations, policies and practices that are favorable to the City. As well the City, along with First Nation neighbours and industry, works together for a sustainable region.

Mission Statement

The City's existing mission statement was reviewed and affirmed. Combined with the mandate it serves as a touchstone to guide day-to-day Council and staff decisions and activities. It speaks to displaying civic leadership that is regarded elsewhere. As such, Council not only responds to citizen and business needs but ensures that visitors are welcome. To achieve this level of excellence, the City provides a great workplace to attract and retain quality employees.

"We provide leadership as one of Canada's best local governments enabling Whitehorse to be an exceptional community to live, work and play."

Guiding Principles

Council articulated a set of principles or values to inform organizational and individual behaviours. These principles define how the City will conduct its business by providing context for service delivery, policy decisions and resource allocations.

Accountability
The City will take responsibility for its actions, decisions and policies and hold itself accountable to the community that has placed its trust in them. Council will think strategically and act with integrity.

Sustainability
The City will pursue creative and responsible action to meet the needs of the City today without compromising the ability of future generations to meet their needs. Council will be good stewards of all resources.

Partnerships
The City will work with senior levels of government, First Nations, the private sector and local organizations to achieve its goals in a spirit of collaboration. Council values local leadership development as the foundation of a resilient community.

Engagement
The City will ensure people have the opportunity to fully participate in the community by providing services that are responsive to special and differing needs. Council respects and celebrates the community's cultural and social diversity.

Communication
The City will clearly communicate decisions and important issues to raise awareness and increase understanding both with the public and within the organization. Council wants citizens to feel listened to and informed about their local government.

Transparency
The City will conduct its business in a broad and open way that makes it easy for staff and citizens to participate and collaborate. Council will conduct its business by being accessible and informed.

Stewardship
Council will be proactive in addressing community needs by focusing on strategic priorities, reviewing and adjusting actions annually. Council will continuously consider the safety and well-being of the community, the organization and staff.

Vision Statement

Being strategic means looking beyond current realities towards shared goals for the future. A vision statement creates a focal point for Council to convey an image of a preferred future of the community. The current vision statement was reviewed and retained as:

"Whitehorse will be a well planned, self sustaining community that is a leader in energy conservation and innovation that maintains and conserves wilderness spaces for future generations. Whitehorse will continue to strive for a better quality of life that is reflected in its vibrant economy and social life".

Strategic Focus Areas

City Council has articulated ten focus areas to guide its strategic planning. These long term goals (pages 6 and 7) help to shape the vision for the city and to inform Council's policies and strategies.

Destination City
- Whitehorse will be known for its outdoor recreation experience
- The City of Whitehorse encourages sports tourism
- Waterfront development is promoted and enjoyed by residents and visitors
- The City collaborates with the community on events

Vibrant Economy
- Whitehorse has educational programs to grow and develop the skills of our citizens
- The City partners with industry and facilitates synergistic networks
- The community is well planned for future development and growth
- Economic development strategies encourage business development and retention
- Tourism strategies promote Whitehorse's assets and welcomes visitors

Sustainable City
- The City utilizes a fiscal management model to balance needs and expectations with revenue
- Cost efficient transit service is promoted and well used
- The City seeks alternative energy solutions to reduce costs and environmental impact
- Development policies are consistent with the City's land development strategy
- Council considers service capacity to ensure efficient and effective service delivery

Strategic Leadership
- Council sets strategic priorities and long term strategic direction
- Plans are aligned with resources to ensure Council direction is implemented
- Council and the organization look for creative solutions to keep costs low and service high
- The organization analyzes trends and influences, adjusting plans as appropriate
- Priorities are monitored and outcomes evaluated

Community Engagement
- Council encourages and values citizen input
- Citizen input builds community pride
- The City acknowledges and grows volunteers
- Youth involvement adds dimension to planning and programming

Vision Checklist

A vision is a clear picture of where the organization and community wants to go but it requires a look at today's current reality to assess what is working well and areas that still need attention. In two separate sessions Council, staff and members of the public provided input into the development of a Vision Checklist (see Appendix 2 & 3).

Participants in each session identified what success would look like for the City in five areas of a sustainable community - Economy, Environment, Social, and Infrastructure aspects of the City.

The checklist provides a broad frame of reference involving internal perceptions from the City's elected officials and staff as well as community perspectives from residents, businesses and stakeholders. It establishes a useful tool for Council to conduct Vision Check-ups to scan for strategic issues to address in the strategic planning process. As well, it can be used with internal and external stakeholders to identify emerging issues and opportunities as well as progress on strategic efforts.

Community Wellness

- The City supports arts and culture
- Council advocates for attainable housing
- The City facilitates cultural integration
- Intergenerational programs are encouraged and supported
- Pedestrian friendly paths and trails promote active lifestyles

Creative Partnerships

- The organization exhibits a collaborative win/win spirit
- Council develops synergistic relationships
- The City strategizes to eliminate duplication
- Council considers First Nation involvement and values cultural input
- Council nurtures Alaskan connections

Connected Community

- The City develops pedestrian friendly paths/trails
- The community trail system integrates neighbourhoods
- Whitehorse considers all season connectivity in planning
- The City provides convenient transit
- Council supports social opportunities and community partnerships

Inclusive

- Council utilizes consultative approach
- The City builds relationships / networks
- Partnerships increase capacity and service provision
- Council acknowledges First Nation contribution
- The City recognizes regional strengths and synergies

Employer of Choice

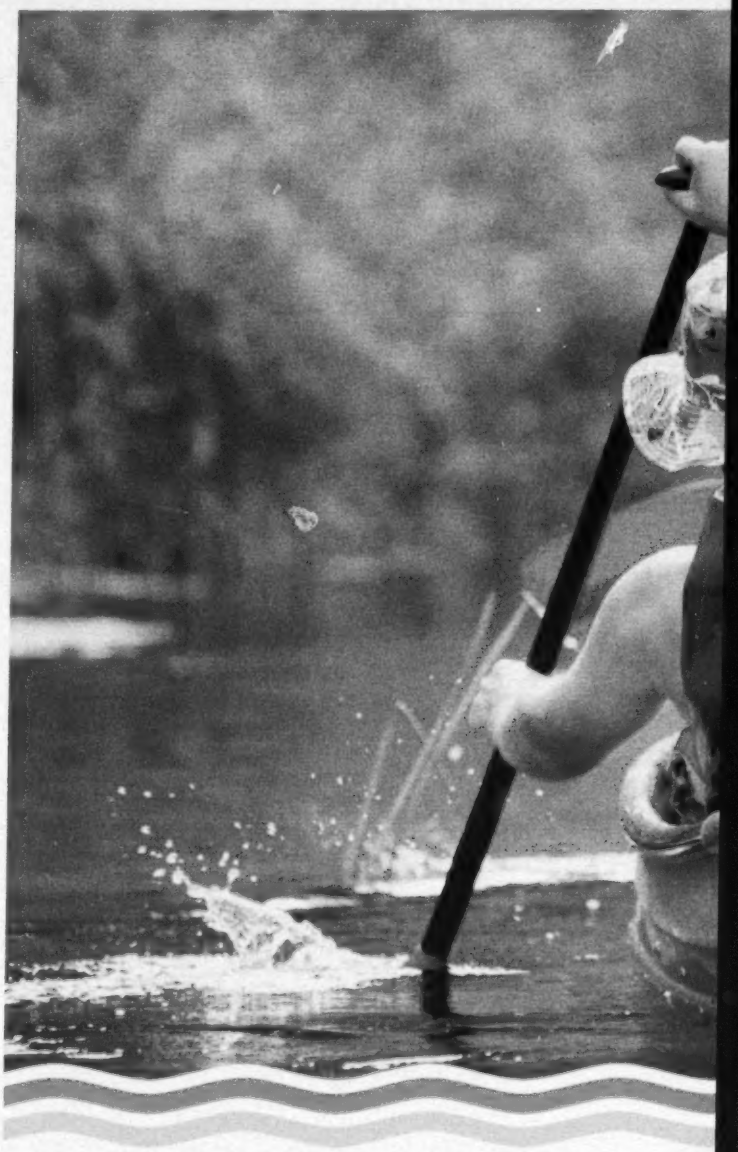
- The organization implements the City's Human Resource Strategy
- The organization develops the leadership capacity of its employees
- Administration plans for succession
- Council supports diversity and fair treatment of employees
- The organization is known for its team environment

Strategic Framework

Together, the mission, mandate, principles, vision and strategic focus areas provide a touchstone to guide the City's strategic efforts, services and decisions. The resulting Strategic Framework serves as a constant reference for staff and Council activities as a stand-alone document.

MISSION

We provide leadership as one of Canada's best local governments enabling Whitehorse to be an exceptional community to live, work and play.



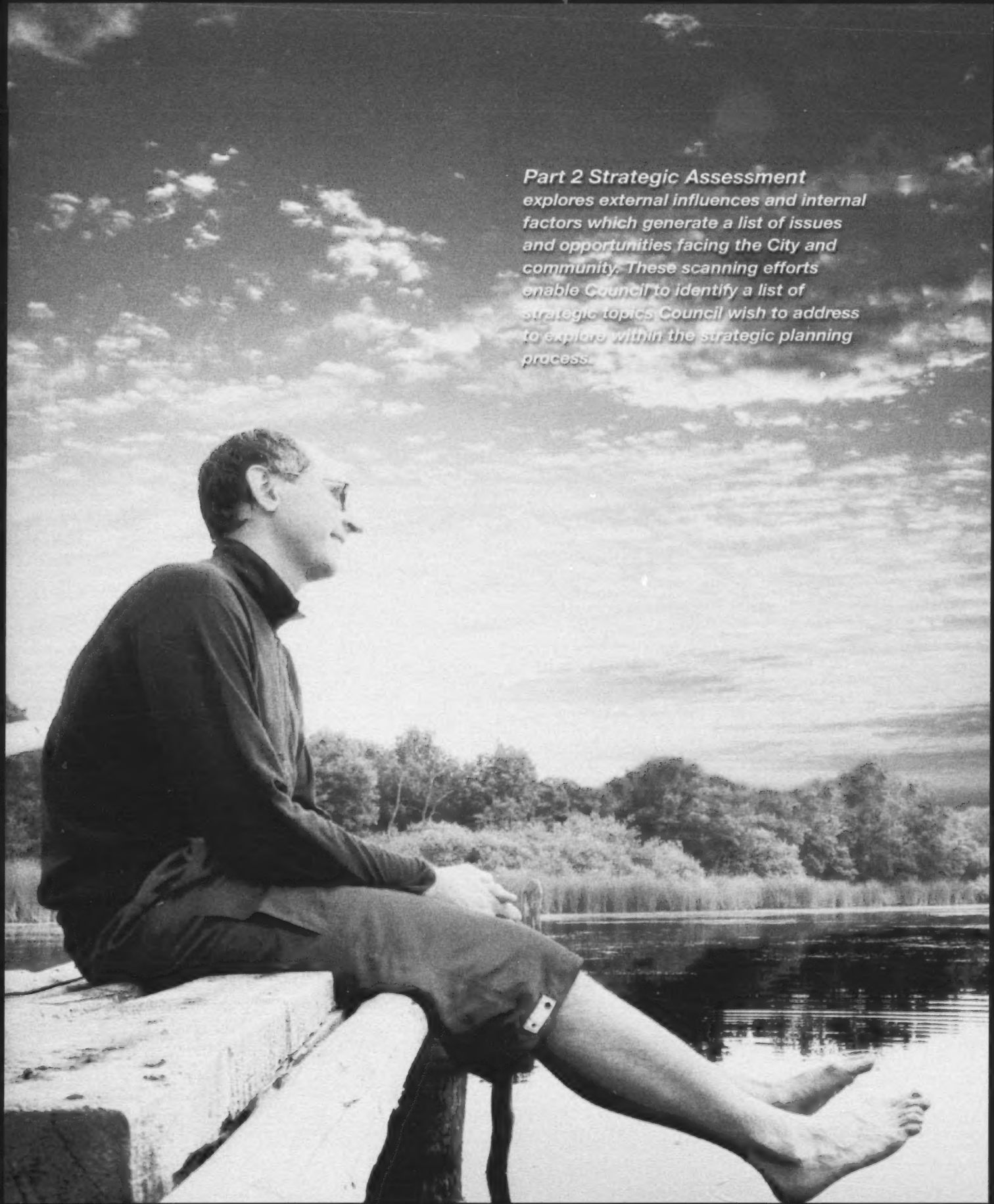
VISION

Whitehorse will be a ***well planned, self sustaining community*** *that is a* ***leader in energy conservation*** *and innovation that maintains and* ***conserves wilderness spaces for future generations****. Whitehorse will continue to strive for a better quality of life that is reflected in its* ***vibrant economy and social life.***

MANDATE » provide services » develop strategies

» enable others » advocate interests

Whitehorse
THE WILDERNESS CITY



Part 2 Strategic Assessment

explores external influences and internal factors which generate a list of issues and opportunities facing the City and community. These scanning efforts enable Council to identify a list of strategic topics Council wish to address to explore within the strategic planning process.

External Trends and Influences

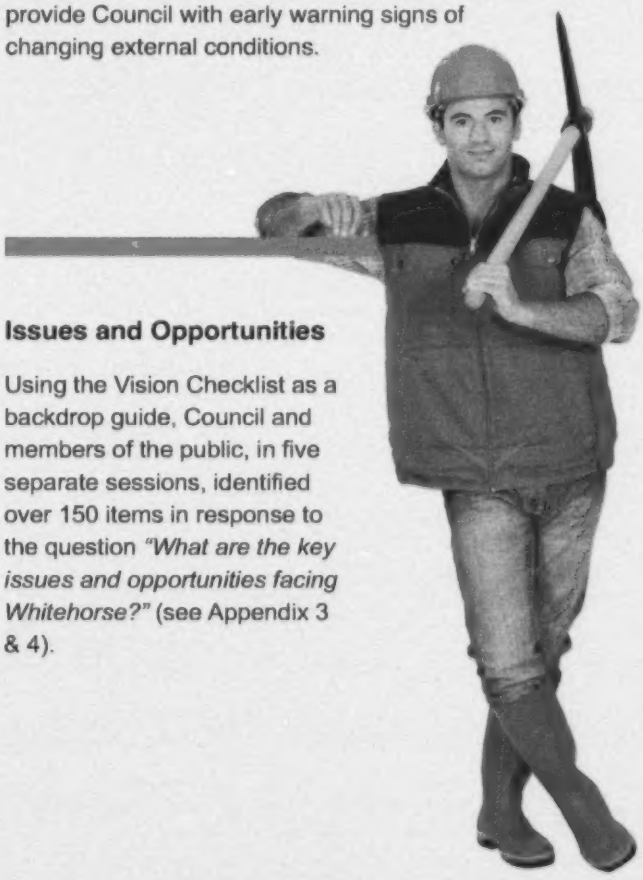
Understanding Whitehorse's external environment and interconnections helps Council to translate information into strategies and decision-making processes. Some key features of the community's environment include:

- Whitehorse is a government and business centre for the Yukon
- The Yukon is strategically located to Asian markets and provides a land link between Alaska and the rest of North America
- Between December 2003 and December 2012,Yukon's total population increased by 6,147 or 20.3% and the population of Whitehorse increased by 5,328 or 23.8%.
- Residents value living in close proximity to wildlife wanting Whitehorse to remain a "Wilderness City"
- Whitehorse is experiencing a shortage of developable land with some public resistance in the amount of land that should be developed
- The City of Whitehorse is working to anticipate and meet the needs resulting from continued economic growth
- Discussion of an Alaska Highway connector is a key infrastructure topic
- The public has expressed concerns around McIntyre Creek and Yukon College lands.
- Fostering First Nations relations to create synergistic opportunities and cultural understanding in key economic and social factors

Highlights of current trends and their impacts relate to housing, energy supply and costs to northern communities, attracting and retaining skilled labour, age of existing infrastructure and infrastructure funding programs, climate change, resource development and the social fabric of the community.

Vision Check-up

Council, staff and the public used the City's Vision Checklist to identify 'what is working well' and 'areas for attention' relative to numerous Environment, Economic, Social, Infrastructure and Governance success indicators (see Appendix 1 & 2). This exercise provided different perspectives to systematically scan the community's strategic environment. The results provide Council with early warning signs of changing external conditions.



Issues and Opportunities

Using the Vision Checklist as a backdrop guide, Council and members of the public, in five separate sessions, identified over 150 items in response to the question *"What are the key issues and opportunities facing Whitehorse?"* (see Appendix 3 & 4).

To focus in on core strategic issues, each participant identified their items. Based on the frequency of how often items appeared, a cumulative top ten list of issues and opportunities was created.

ISSUE / OPPORTUNITY	PUBLIC				COUNCIL
	#1 (32)	#2 (28)	#3 (5)	TOWN HALL (12)	
1. Affordable/Attainable Housing	X	X	X	X	X
2. Economic Development	X		X	X	X
3. Energy Security	X			X	X
4. Solid Waste Diversion	X		X		X
5. Sustainable Transportation (Transit)		X		X	X
6. Service Levels (good value for taxes)		X		X	X
7. Downtown Densification			X	X	X
8. Address Social Issues	X	X	X		
9. Existing and New Infrastructure	X				X
10. Sustainable Municipal Services Building (MSB)		X			X
11. Infill			X		X
12. Community Engagement			X		X
13. Live Up to Wilderness Name	X			X	
14. Land Availability (NIMBY factor)	X			X	
15. Labour Recruitment			X	X	
16. Promote Outdoor Infrastructure	X				
17. Address Aging Population	X				
18 Sustain Recreation Facilities & Programs		X			
19 Crime & Safety Issues		X			
20 Buy Local		X			
21. Sustain Quality of Life		X			
22 Quality & Motivated Labour		X			
23 Winter Tourism			X		

Bold = Strategic Topics

Strategic Topics

Based on its discussion and public input, Council generated a list of 16 **Strategic Topics** for further discussion.

1. **Affordable/Attainable Housing** - a lack of affordable housing makes it difficult for workers to move to Whitehorse which in turn exacerbates labour shortages, adds stress to family economics and undermines the community's stability.
2. **Energy Security** - uninterrupted availability of energy at an affordable price is key to Whitehorse's economic stability and an affordable cost of living.
3. **Transit** - transportation systems impact the economic, environmental, social and cultural sustainability of Whitehorse.
4. **Economic Development** - industry attraction and business retention are key to stabilizing and growing the City's tax base while providing job opportunities.
5. **Solid Waste Management** - diverting waste minimizes the need for landfill expansion and the impact it has on groundwater and soil.
6. **New and Existing Infrastructure** - facilities, roads and utility systems must be replaced and as the City grows, new inventory will be required.
7. **Social Issues / Disparity** - cultural, domestic and human services are needed to ensure the well being of citizens and the community as a whole.
8. **Municipal Service Levels** - review of service delivery is warranted to ensure service levels are effective and efficient to meet articulated expectations
9. **Downtown Densification** - redevelopment of downtown with residential options will provide affordable housing while increasing the vibrancy of the City's core.
10. **Tourism** - promoting sports and all season tourism within the City's theme 'The Wilderness City' raises the community's profile and increases visitor traffic.
11. **Municipal Services Building** - space is required to accommodate current and future staff within a facility or facilities that exemplifies energy efficiency and environmental stewardship.
12. **Alternate Revenue Generations** - the need to seek new sources of revenue to relieve pressure on the taxpayer for subsidizing service delivery.
13. **Community Engagement** - continuous efforts are needed to enhance public awareness of services and gather input and feedback to City to guide decisions and directions.
14. **Upper Tank Farm** - this area and others offer potential lands for the development of housing to meet present and future housing needs.
15. **Infill Development** - there are lots in developed areas that provide economical opportunities to develop and increase the housing stock.
16. **2012 Organizational Review Implementation** - there are further steps required to implement the recommendations of the review of City operations.

Solution Seeking

For every strategic topic there is usually a way, or more than one, to capitalize on the issue and turn it into an outcome that addresses community needs. In Phase III of the process, the seventeen *Strategic Topics* were discussed and 'unpacked' by clarifying the focus of each, identifying desired outcomes, exploring options and developing potential actions for each topic.

Strategic Possibilities

Council's solution seeking discussions generated several possibilities for each strategic topic. Based on Council's desired results, various options were identified and then assessed to arrive at a preferred strategy. The first **seven** of the strategic topics are listed on the Strategic Priorities Chart (page 18) as Council **NOW** priorties, meaning they warrant immediate attention. Strategic topics 8 - 12 are noted on the Strategic Priorities Chart (page 18) as **NEXT** priorities, meaning they will receive attention as soon as the Council NOW priorities are completed.

STRATEGIC TOPIC	POSSIBILITIES
1. Energy Security	**SOLAR DISTRICT HEAT: Feasibility** – Explore the merits and risks associated with alternate heating for a future subdivision..
2. Solid Waste Management	**SOLID WASTE: 2013 Options** – Identify specific initiatives to implement recommendations of the Solid Waste Action Plan..
3. Transit Services	**TRANSIT: Evening Services** – Consider enhanced service to provide evening busing for workers and college attendees.
4. Downtown Densification	**LAND DEVELOPMENT: Strategy** – Examine developer incentives and pursue land transfers from the Yukon Government as well as undertake esthetic improvement in the waterfront areas.
5. Municipal Service Levels	**SERVICE CAPACITY REVIEW: Workshop** – Review service delivery to meet Council priorities and directions.
6. Infill Development	See **LAND DEVELOPMENT: Strategy** – pursue land transfers from the Yukon Government as well as undertake esthetic improvement in the waterfront areas.

STRATEGIC TOPIC	POSSIBILITIES
7. Upper Tank Farm	**HOUSING: City Role** – Bring together various stakeholders to identify and assess options to ensure a consistent supply of attainable housing.
8. Attainable Housing	**LAND DEVELOPMENT: Strategy** – Examine developer incentives and pursue land transfers from the Yukon Government as well as undertake esthetic improvement in the waterfront area.
9. Economic Development	**COMMUNITY ECONOMIC DEVELOPMENT STRATEGY: Update** – Review the current strategic plan with a view to refreshing the community's focus on specific targets.
10. Municipal Services Building	**MSB: Business Case** – Analyze location, design and budget implications of a new municipal centre aligned with the City's sustainability principles.
11. Community Engagement	**PUBLIC COMMUNICATION: Strategy** – Identify and assess options to improve public service awareness, input, feedback and involvement.
12. Tourism	**TOURISM FUNCTION: Workshop** – Re-examine City's role in tourism promotion to support rather than duplicate efforts of Yukon Government and other agencies.
13. Social Issues/Disparity	**HOMELESSNESS SOLUTIONS: Advocacy** – Request the Yukon Government take action to address local needs for emergency and support housing.
14. Infrastructure	**INFRASTRUCTURE DEFICIT: Funding** – Advocate for Federal and Territorial funding to meet aging and future municipal infrastructure required for programs and services.
15. Organizational Review	**REVIEW IMPLEMENTATION: Update** – Review progress and determine next steps to achieve the aims of the Organizational Review conducted in 2012.
16. Revenue Generation	**SERVICE CAPACITY REVIEW: Workshop** – Examine creative options used by other local governments for alternative revenue generation.

Strategic Priorities

Each of the investigated possibilities is considered strategically important, but some require more urgent attention than other choices given limited organizational capacity. To focus on 'first things first', participants applied criteria to each candidate to:

1. **Conduct a Reality Check** (Appendix 5)
   How achievable is this priority candidate? What resources are required to make this candidate feasible and successful? Is it even a possibility for short-term attention given the organization's day-to-day operations?

2. **Determine Urgency** (Appendix 6)
   What makes this candidate require more immediate attention than others in the short-term?

3. **Decide Whose Responsibility** (Appendix 7)
   Does this priority candidate require political direction as a Council priority or, does it simply need Council oversight as an operational strategy of staff?

The Strategic Priorities Chart (next page) captures the Council's priorities and operational strategies at the time of the workshop. Items listed in **BOLD CAPITALS** indicate priorities Council wishes to address NOW. These items automatically enter the appropriate operational unit at the bottom of the chart. This shows the alignment of staff working within Council direction. Items listed in CAPITALS indicate priorities that will be address NEXT or when a NOW item is completed. *Italicized* items indicate Council *Advocacy* items where Council advocates to senior levels of government or agencies to move an item forward. All other items are key items which staff are working on.

STRATEGIC PRIORITIES CHART

2013

COUNCIL PRIORITIES

NOW

1.	**SOLID WASTE MANAGEMENT: Adoption**	Jul
2.	**SERVICE CAPACITY REVIEW: Follow-up**	Jul
3.	**LAND DEVELOPMENT: Strategy Follow-up**	Jun
4.	**SOLAR DISTRICT HEATING: Feasibility**	Jun
5.	**TRANSIT: Evening Service Decisions**	Jun

NEXT

- TOURISM FUNCTION: Workshop
- COMMUNITY EC. DEV. STRAT: Update
- PUBLIC COMMUNICATION: Strategy
- MUNI. SERVICES BUILDING: Business Case
- HOUSING: City Role

ADVOCACY

- *Infrastructure Deficit Funding*
- *Municipal Act Review Input*
- *City Charter for Whitehorse*
- *S.S. Klondike Support*
- *Recycling Stewardship Regulations*
- *Development Land Transfer*
- *Homelessness Solutions*
- *High Speed Internet*

ORGANIZATIONAL EXCELLENCE

1.	**Procedures Bylaw: Review**	Jun
2.	**Strategic Plan: Adoption**	Jun
3.	**Organization Review Update**	Jun
4.	**Performance Management System**	Sep

CITY MANAGER

1.	Strategic Communications: Update	Jun
2.	**Organizational Review: Update**	Jun
3.	Performance Management System	Sep
•	PUBLIC COMMUNICATION: Strategy	
•	Management Team Retreat	
•	Corporate Succession Planning	

OPERATIONAL STRATEGIES

COMMUNITY & RECREATION

1.	Protected Area Bylaw: Scope	Jun
2.	**TRANSIT: Evening Service Decisions**	Jun
3.	TOURISM FUNCTION: Workshop	Jun
•	Community Grants Policy: Review	
•	Trail Maintenance Standards: Development	
•	Parks Maintenance Policy: Update	

CORPORATE SERVICES

1.	**Procedures Bylaw: Review**	Jun
2.	**SERV. CAPACITY: Follow-up**	Jul
3.	**Strategic Plan: Adoption**	Jun
•	ERP Software: Phase 3	
•	Contract Administration Manual	
•	Alternative Revenue Generation: Report	

DEVELOPMENT SERVICES

1.	**LAND DEVELOPMENT: Strategy**	Jul
2.	**SOLAR DISTRICT HEATING: Feasibility**	Jun
3.	HOUSING: City Role	Aug
•	COMMUNITY EC. DEV. STRAT: Update	
•	Downtown South: City Land Sales	
•	Whistle Bend Design (via YG)	

INFRASTRUCTURE & OPERATIONS

1.	**SOLID WASTE MGMT: Adoption**	Jul
2.	MSB: Business Case Development	Jun
3.	EMO: Master Plan	Jun
•	Asset Management Plan Review	
•	Water & Sewer Bylaw	
•	Extended Services Bylaw	

PART 4 STRATEGIC ACTION

***Part 4 Strategic Action** deals with a common problem for strategic plans – how to ensure it does not sit on the shelf! Effective strategic plans are accompanied by implementation tools and undergo regular review.*

Priority Work Programs

Specific actions to implement Council priorities are contained in the Strategic Priorities Work Program (see Appendix 8). It defines the desired outcomes and responsibility for each priority (column 1), options for achieving the priority (column 2) and, specific actions and timelines (column 3). The work program can be used to determine the activities and resources required to implement strategic priorities. It is a valuable tool for:

- **Work Planning** – the City Manager will be better equipped to assign work knowing the time and effort required of staff to implement Council priorities.
- **Performance Monitoring** – Council will be able to perform its oversight role better if there are timeframes to monitor progress and results.
- **Budgeting** – the true acid test for a strategic priority is whether it gets funds within the annual budget process. If not it should move to NEXT status.

Operational Projects

As well as the Council priorities, there are numerous operational strategies and projects receiving the attention of staff. These are highlighted for each Department on the *Division Strategies Chart* (next page) and accompanied by work programs (separate document) which were created for the first time in 2013. This document cascades the strategic focus of the City to a level that directly relates to the activities of supervisors and staff.

Ongoing Process

The City has an ongoing strategic priority process. The Strategic Priorities Chart is included in each Council package as a reminder of the City's strategic focus. It is updated quarterly along with the Work Program by Council with senior management and reviewed annually to ensure it is relevant to the City's current strategic context. The Division Strategies Chart (see next page) should be updated quarterly by managers and reviewed by Council annually prior to the annual budget process.

DIVISION STRATEGIC PRIORITIES CHART 2013

BYLAW SERVICES 1. Protected Area Bylaw: Scope Jun 2. Review Recreation Bylaw: ToR Jun 3. Traffic Bylaw Update Jun • Bicycle Bylaw Review: Report	**PLANNING** 1. Land Sales Disposition: Motorways Jun 2. Whistle Bend: YESAB Submission Jun 3. Business Licence: Bylaw Update Jun • Hillcrest Neighbourhood Plan: LIC Vote • Lease Renewals: Mount Mac
TRANSIT 1. Planning for Evening Service Jun 2. Develop Group Pass Policy Jun 3. Live Google Maps: Link Sep • Whistle Bend Transit: Implementation Plan • Transit Route Performance: Review	**ENGINEERING** 1. Whistle Bend Phases 1 & 2: Approval Jul 2. Range Rd Reconstruction 1: Design Jun 3. Robert Campbell Bridge: Tender May • Whistle Bend Phase 3-7 • Ogilvie Street Reconstruction
PARKS & TRAILS 1. Park Plan: Implementation Jun 2. Park Leadership: Introduction Jun 3. Parks & Trails Maintenance: Policy Sep • Private Use of Public Space: Policy • Work Order System - Implementation	**RECREATION & FACILITY SERVICES** 1. Summer Ice: Provision Mar 2. Membership Growth: Strategy Aug 3. Recreation Programming Review Oct • Capital Projects - 2013 • Department Communication Plan
OUTREACH & EVENTS 1. Public Consultation: Green Burials May 2. Event Management: Policy Sep 3. Tourism Function: Plan Jun • Unsolicited Proposal: Management Plan • Public Consultation: Management Plan	**SUSTAINABILITY** 1. SWAP Options: Adoption Jul 2. Home Energy Labelling: Bylaw Jul 3. TDM Plan: Initiation Amend Jun • Energy Plan Implementation: Work Plan • Solar District Energy Feasibility
HUMAN RESOURCES 1. 2012 Org Review Sep 2. Performance Software: Selection Sep 3. Culture: Values Definition Mar • People Process: Values Alignment • Contract Negotiations	**BUSINESS & TECHNOLOGY SYSTEMS** 1. Perf. Management Software: RFP Sep 2. Document Management Software: RFP Jun 3. Email Server Software: Implementation Mar • Technology Device: Review • ERP Enhancements: Asset Management
FINANCIAL SERVICES 1. Payroll Mapping Oct 2. General Ledger Revisions: Scope Jul 3. Procurement Function: Review Aug • PSAB Environment: Rule Change Plan Dec 31 • Contract Admin Manual: Rewrite Dec 31	**FIRE** 1. EMO Master Plan Jun 2. Strategic Fire Plan: Hire Consultant Jun 3. 911 Working Committee Jun • Strategic Fire Plan: Implementation
WATER & WASTE SERVICES 1. SWAP Implementation Oct 2. Org Review – Implementation Jun 3. Water & Sewer Bylaw: Rewrite Jul • Whistle Bend Phase 1 & 2: Takeover • Asset Management: Work Orders	**OPERATIONS** 1. MSB Business Case: Completion Jun 2. Internal Service Agreement Jun 3. Interim Space Requirement: Review Apr • Org Review: Implementation • Asset Management: Work Orders

APPENDICES A

1. Council Vision Check-up
2. Public Vision Check-up
3. Council Issues / Opportunities
4. Public Issues / Opportunities
5. Reality Check
6. Urgency Criteria
7. Responsibility Criteria
8. Priority Work Program

APPENDIX 1

COUNCIL VISION CHECK-UP

»environment

DEFINITION OF SUCCESS

EXPECTATIONS	WHAT WORKS WELL	AREAS FOR ATTENTION
Clean water	• Progressive energy management	• Partnerships / ATCO Gas
Clean streets	• Walkable community	• Adequate infrastructure budget
Green spaces / parks	• Compact density	• MSB sustainability
'Green' work practices	• Disaster preparedness	• Graffiti management
Alternate / sustainable transportation	• Good review process	• Agriculture sustainability
Business / environment synergies	• Efficient water / waste water treatment	• Traffic management
Progressive waste management	• Solid waste management plan / targets	• Lens of Sustainability
Trail system / access to nature	• Green building standards	• Research opportunities
Community facilities	• Informed / engaged community	• First Nation partnerships
#1 air quality	• Progressive recycling facilities	• Informed decision-making
Healthy ecosystems	• Focused energy plan and audit process	
Healthy wildlife populations	• Wilderness City	
Regulation compliance		

»social

DEFINITION OF SUCCESS

EXPECTATIONS

Festivals
Waterfront development
Sufficiently funded homeless shelter
Affordable rental housing
Active lifestyle opportunities
Safe community
Crime prevention
Public gathering spaces
Heritage preservation / education
Public transit
Intergenerational knowledge sharing
Volunteerism
Non-profit sector engagement
Food security
Family environment
Expatriate community
Access to medical services
Social inclusion
Ethnicity acceptance

WHAT WORKS WELL

- Transit – community involvement
- CGC
- Outdoor recreation
- Waterfront
- Arts and culture
- Non profit sector support
- Bylaw education
- Volunteers
- Active community
- Facilities / amenities
- Parks / trails
- Heritage interpretation
- Multicultural acceptance
- Sports

AREAS FOR ATTENTION

- Transit – youth activities
- Outdoor recreation
- Waterfront – post secondary options
- Crime prevention
- School space
- Affordable rental housing
- Homeless shelter
- Seniors engagement / input
- Accessibility – physical / affordable
- Community engagement
- Public use of outdoor areas / responsibility
- Heritage preservation / promotion
- Multicultural changes
- Public gathering spaces – Main St. / 3rd Ave.
- Social inclusion
- Attainable housing
- Early childhood education

APPENDIX 1

COUNCIL VISION CHECK-UP

»economy

DEFINITION OF SUCCESS

EXPECTATIONS

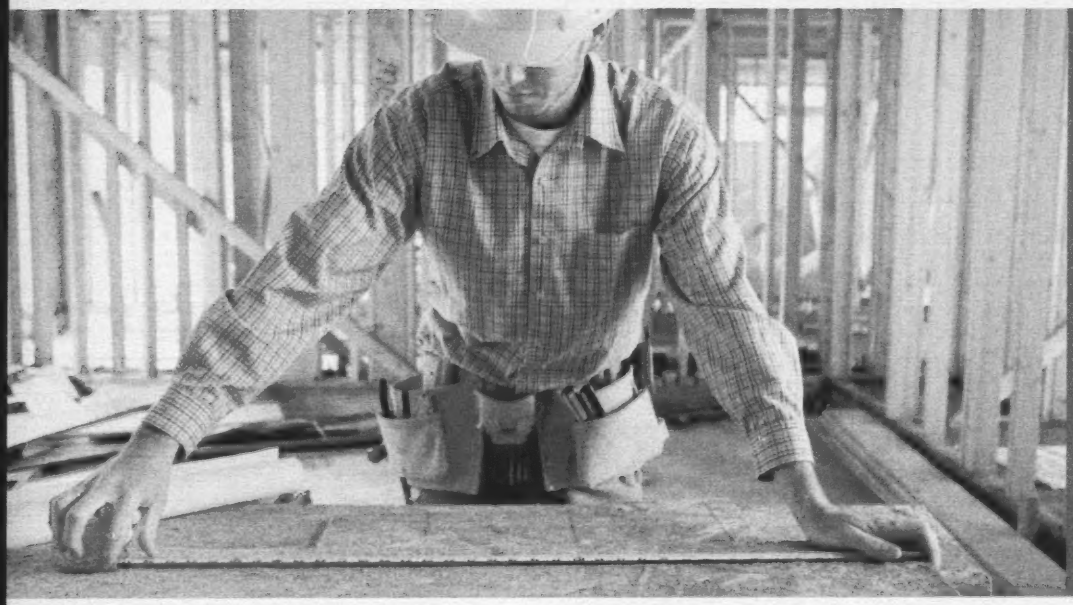
Vibrant downtown
Active business community
Building starts / lot sales
Increased visitor rates
Major events
Low hotel vacancy rate
Attainable housing
Low unemployment
Foreign investor interest
Stable or increasing population
Community sustainability
Healthy infrastructure
High GDP
Satisfied residents / businesses
Relative taxes
Airport activity
Retiree retention
Competitive local economy
Product availability
Service availability
Diversified industry / economy

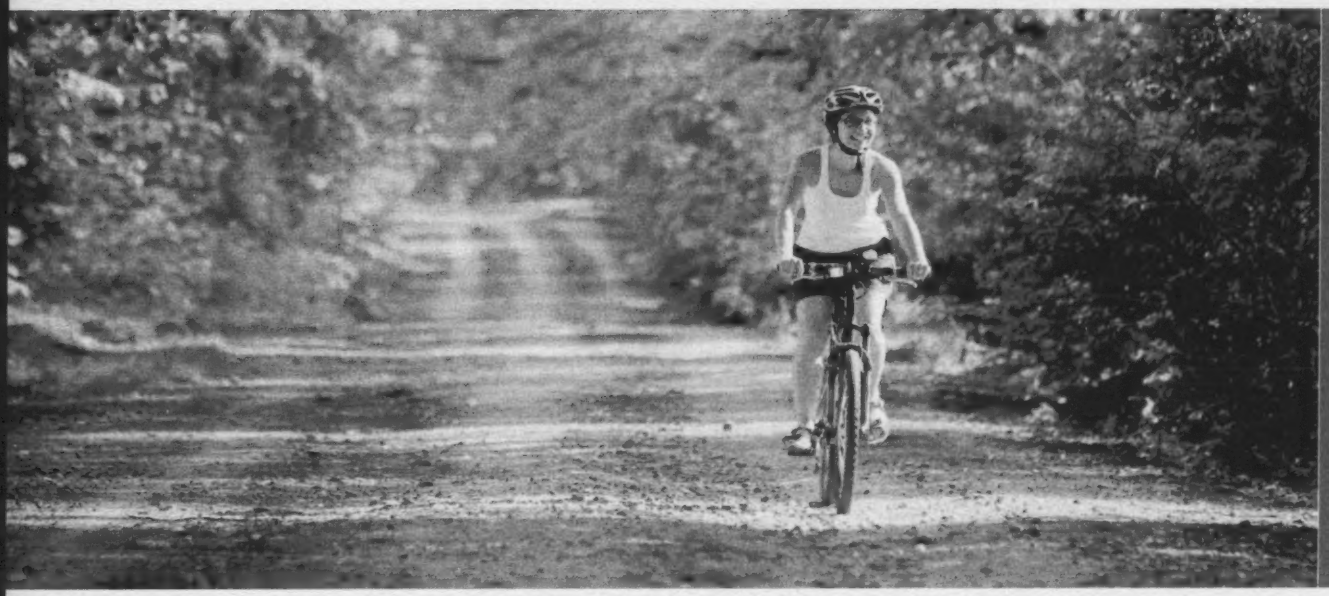
WHAT WORKS WELL

- Capital City
- Hosting conferences / conventions
- Cultural events
- Sporting events
- Arts centre
- Exotic environment (magic and mystery)
- Mining impact
- Well run / functioning organization
- Good quality of life
- Most connected in northern Canada
- Good local infrastructure
- Regional hub
- Research and innovation
- Strong NGO sector
- Regional airline

AREAS FOR ATTENTION

- Mount Sima
- Entrepreneurial spirit
- Social issues
- Industry diversification
- Offset imports – agriculture
- Local government development corporation
- Conference centre / hotel capacity
- S.S. Klondike
- Freight costs
- Energy costs
- Cost of living
- Hardening of infrastructure
- Youth exodus
- Trades / training / mining
- Service industry workers
- Skilled professionals / doctors
- Attainable housing
- Men's wear
- Growth impacts
- First Nation alignment
- Air freight access





»infrastructure

DEFINITION OF SUCCESS

EXPECTATIONS

Clean water
Low repairs
Energy efficiency
Environmental / health compliant
Waste reduction
Minimalist design
Asset management
Innovative / renewable energy options
Revenue generation
Enabling economy
Walkable / affordable
Northern design
Full cost accounting
Plan for replacement
Easy accessibility
Living within means
Fully utilized
Fewer complaints
Connectivity
Redundant / robust / hardened
Design efficiency
Awards / recognition / regard
Adaptable
Durable
Reduce reliance on fossil fuels

WHAT WORKS WELL

- Innovative and progressive
- Northern design expert
- Waterfront design
- Asset management
- Proactive infrastructure renewal
- Aesthetic infrastructure
- Sustainability
- Millennium trails
- YG partnership
- Good funding
- Road maintenance / snow clearing
- Good OCP / zoning
- Allow for raising chickens
- Facilities per capita / CGC
- Spring clean-up
- Public support for innovation - Solar Borehole Thermal Energy Storage (Solar BTES)

AREAS FOR ATTENTION

- Building / maintenance cost
- Operating costs
- Long term funding
- Inheriting infrastructure
- Durability
- Energy issues
- Innovative / climate friendly design
- Water bleeders
- Vandalism
- Transportation issues / parking
- Buried power lines
- Street lighting
- Publicly owned utilities
- Lifecycle of infrastructure / landfill
- City building maintenance / replacement
- Climate appropriate codes and standards
- 'Green' infrastructure options
- Contractor capacity
- Shoulder season clean-up
- Partnerships

APPENDIX 1

COUNCIL VISION CHECK-UP

»governance

DEFINITION OF SUCCESS

EXPECTATIONS

Clear strategic direction
Engaged public
Participative public
Respectful debate
Timely response
Positive media coverage
Effective public communication
Positive Council / staff relations
Good partnerships
Easy public access
Timely response to public inquiries
Increase in Twitter followers
Demonstrates honesty and trust
Public accountability
Transparent decision making
Being on the same page
Productive intergovernmental relations

WHAT WORKS WELL

- Public confidence
- Fiscal accountability
- Good communication
- Timely response / media coverage
- Problem solving
- Twitter followers
- Progress reports

AREAS FOR ATTENTION

- Response efficiency
- Social media
- Public communication
- Intergovernmental relations
- Public knowledge / education
- Building public understanding
- Channels for public engagement
- Showcasing success stories / City page
- Policy and procedure review
- Staff appreciation / relationship process
- Public outreach
- City Hall reception / telephone processes
- Election processes – candidate information
- Strategic Plan communication / public
- Electoral system / area representation
- Separate City Charter
- Taxation system / process analysis

»environment

WHAT WORKS WELL	AREAS FOR ATTENTION
Trails	Clean up after snow melt
Waste management	Transportation flow
Urban gardens	Big Carbon Footprint
Overall cleanliness	Energy inefficiency - dependent on cars
Riverfront evolution	Cycling safety
Good start on diversion of waste	Special / hazardous waste
Air Quality & Water	Waste management
Appearance (e.g. flowers)	Carry out OCP plan for parks
Parks / Open space	Conflict on staking in City

»economy

WHAT WORKS WELL	AREAS FOR ATTENTION
Vibrant business environment	Isolated utilities
Good community image	Federal government dependency
Good overall transportation	Energy sustainable
Attracting new businesses & people	More attention on Tourism
Lifestyle opportunities	Branding – marketing / education
Facilities & activities	Regressive taxes, fees
Quality of life	Inequities / gaps in social makeup
Access to shopping	Housing availability
Good federal funding	Recruitment attraction
Stable government employment base	Cost of commercial land / development
Strong Yukon economy	Cost of housing
Yukon College	
First Nations relations	

»social

WHAT WORKS WELL	AREAS FOR ATTENTION
Community / events	Youth programs, daycare
Strong volunteers	University
Strong arts community	Things to do
Canada Games Centre	Distance from other municipalities
Arts Centre	Social Issues
Good alternatives to health options	Enforcement – Bylaw, RCMP
Access to active lifestyle	City taking a leadership role – outreach
Cultural exchange (events)	Communication / Education
Active cultural diversity	Housing / development – affordable
First Nations development	Daycare / availability / cost
Waterfront	Waterfront development
College	Victim Services
Health care	Aging population
	Shortage of doctors

»infrastructure

WHAT WORKS WELL	AREAS FOR ATTENTION
Vibrant business environment	Solid waste diversion
Recreation facilities	Energy needs
Waste pick-up by City	Dependent on roads as highway
Standard of living - unique	Older parts of City – poor roads
Transportation network	Transit – doesn't work evenings
Public consultation	No choice- telecommunications
Snow removal	Questionable traffic circles
Downtown roads	Parking downtown in daytime
Recycling	Housing: lots, land development limited

APPENDIX 3

COUNCIL / STAFF ISSUE AND OPPORTUNITY LIST

Attainable housing	GHG emission reduction	Transit options for Country residential
Sustainable MSB	Trail management / maintenance	Voting outside City boundaries
Increase / enhance transit	Calendar of events	Festival support
Revenue generation (tax base)	Peripheral users of City Services	Expand waste management for ICI
Downtown south densification	Communications (public / external)	Community gardens
Solid Waste Management	Attendance at community association meetings	Policy re insurance provider
Taxation versus services	Non-profit access to facilities	Holding taxes
Energy security / management / conservation	Retreat for Council	Santa truck policy
Infill	Neighbourhood Composting	Service level review
Municipal bond for affordable housing	Protected areas bylaw	Energy labels for buildings
Winter tourism	IGR	Building liability
Blue box program	Parking	Facility for dog training
Economic Initiatives with First Nations	Increase bylaw enforcement	Whitehorse retirement destination
Housing Development Corporation	Economic Development for knowledge economy	Upper tank farm
Community outreach	Social issues	Eco-tourism
Multiculturalism / CCMARD (anti-racism)	Coalition against racism and discrimination	Homelessness
New bridge (2nd bridge)	Demographics	Sustainable transit
Council attendance at conferences	Activity for youth 15-18	Buy local / retail leakage
Attracting professionals	Global economy	TDM Transportation Demand Management
New YTG funding agreement	Increase the CGC attendance / participation	Rendezvous on main street
Downtown business partnerships	Revitalize the downtown	Review community grants
Council term length (in MA)	Off-leash dog park	District Heat
Health and wellness industry	Town hall meetings	Capital City promotion
Bylaw review for Council	Population growth	Active City promotion
Sponsorship for Canada Games	Urban sprawl	Landscaping for residential boulevards
Composting for ICI	Intergovernmental communication	Better branding
Intellectual capital	Waterfront promotion	Heritage site protection
Change election date	Resolving social issues	Water conservation
Tax differential urban vs rural	Education on City programs	Alternate transportation
Bring youth home	Energy supply	Future of Motorways site
Main street pedestrian mall	Private sector partnerships	Food trucks
NIMBY attitude	YG, City, Fist Nation communication	Development of vacant land
Doctor recruitment	Retail leakage	Public engagement in land development
Public library usage	Better branding with Yukon	SS Klondike
International flights for fly/drive tourism	Aging infrastructure / deficit	Food security
Protect core services	Tourism	Hillcrest Planning
City Charter	Participatory budgeting	Local agriculture
Election turnout	Porter Creek D plan	Change community perception of the City
Economic diversification	Enhanced accessibility for transit	Downtown cleanup
First Nation Land	Support for business start-ups	Downtown crime
Mt Sima		

Housing / affordable rental	Future planning for growth / green space
Infrastructure replacement / new / upgrades	Maintaining building strong economy
Making Whitehorse business friendly	Retail leakage
Tourism (recent cuts)	Better branding with Yukon
SS Klondike / Waterfront	Retention of industry commuters (mining)
Develop more self-sustaining communities	Better image education for recruitment
Partnering with First Nations	Land availability, NIMBY
Resolving social issues	Few private large scale land development
Good waterfront - need to promote	High cost of land development
Better communication on City programs	Staking in City
City leadership role in community engagement	Live up to wilderness City name
Energy supply	Core services at risk
Engage the private sector	Lack of economy diversity
Tri-party communications – YG, City, First Nations & EOS	Health care issues – doctors
Many layers of government for development	Regulatory is done by phases, could be better
Loss of rentals to condo development	Housing development process
Social disparity / justice	Promote tourism
Develop alternative energy	Communication reliability & redundancy
Energy security	Mental health
Council open door policy	Protect and promote outdoor infrastructure
Engaging youth	Seniors / Aging demographic
Poverty & Homelessness	City attract businesses to increases tax base
Addiction	Increase RCMP presence
First Nations partnership	Mining retention - commuters
Fire threat / wild land	Customer service
Hazardous / abandoned waste	Housing development process
Urban density	Attract developers
Speed of growth / infrastructure needs	High cost of land development
Poverty / homelessness	Land development agency
Whistle Bend	City housing department
Evening transit	Trail use and designation
Traffic flow	McIntyre Creek Park

APPENDIX 5

REALITY CHECK CRITERIA

CRITERIA		SUCCESS CRITERIA LIKELY		UNLIKELY
1.	Legislative Ease	Yes	Maybe	No
2.	Policy Consistency	Yes	Maybe	No
3.	Contractual Ease	Yes	Maybe	No
4.	Political Will	High	Neutral	Uncertain
5.	Organizational Capacity	High	Medium	Low
6.	Savings Realized	High	Medium	None
7.	Time Efficiency Realized	Likely	Maybe	Not Likely
8.	Timeframe for Results	Reasonable	Challenging	Unrealistic
9.	Success Likelihood	High	Medium	Uncertain
10.	Community Support	High	Average	Low
11.	Fiscal Resources	Confirmed	Available	Difficult
12.	Partnership Potential	Ready	Maybe	Uncertain/No
13.	Leverage Other Resources	Yes	Maybe	Uncertain/No
14.	Ongoing Sustainability	Likely	Maybe	Uncertain/No
15.	Human Resources	Yes	Somewhat	No
16.	Expertise	In-house	Available	Uncertain/No
17.	Consequences/Risk	None	Uncertain	Negative
18.	Affordability	Yes	Average	No
19.	Profitability	Good	Average	Uncertain
20.	Others?			

APPENDIX 6

URGENCY CRITERIA

CRITERIA	URGENCY INDICATORS URGENT	NOT AS URGENT
1. **IMPERATIVE** Requirement to Act	Legislation	No Legislation
2. **LIABILITY** Risk Exposure	Legal	Inconvenience
3. **SAFETY** Direct vs. Potential Threat	Life Imminent	Property Damage Possible
4. **FINANCIAL** Magnitude of Cost	Significant	Operational
5. **VISIBILITY** Implications to Organization	Negatively Charged	Neutral
6. **INDUSTRY NEED** Who's Asking?	At Large	Minority Interest
7. **TIMELINESS** Resource Opportunity Alignment	Unique	Frequent
8. **STRATEGIC** Linkage to Goals/Priorities	Critical	Useful
9. **OBLIGATION** Commitment to Others	Contractual	Casual
10. **PROFITABILITY**	High	Low
11. **TIMELINE** Imposed Timeframe	Deadline	None
12. **OTHERS?**		

APPENDIX 7

RESPONSIBILITY CRITERIA

CRITERIA	ROLE	
	POLITICAL	ADMINISTRATIVE
1. **Policy**	New of Change	Procedure or Implementation
2. **Financial**	New or Change in Budget	Approved in Budget
3. **External Linkage**	Political Level	Staff Level
4. **Corporate Image**	Agency Integrity	Service Quality
5. **Service Levels**	New or Terminate	Service Standards
6. **Strategic Direction**	New or Change	Implementation
7. **Personnel**	ED Performance	Staff Performance
8. **Legislation**	Ignore or Seek to Change	Interpretation
9. **Sensitivity**	High Visibility	Low Visibility
10. **Obligation**	New or Change in Contract	Permissible
11. **Committee Liaison**	Elected Official	Staff

STRATEGIC PRIORITIES WORK PROGRAM

March 1, 2013

PRIORITY/Desired Outcomes	OPTIONS/Strategy	ACTION – What, Who, When
NOW		
1. SOLAR DISTRICT ENERGY *Is solar district heating viable?* * **Feasibility** • Demonstrate energy leadership • Determine City investment requirement? • Assess success likelihood • Pursue partner potential • Obtain sufficient client willingness • Approve bylaw requirements	• **Consultant** • In-house o **Partnership** o Private Sector o City	1. Meet with FCM – ***Done*** 2. **Public message re: benefits – Mar.** 3. **Attend Trade Show – March** 4. Review Feasibility – June 5. Council direction – August
2. SOLID WASTE MANAGEMENT *What will be the 2013 focus?* * **2013 Options** • Work toward City objectives • Waste Reduction • Revise service levels • Environmental leadership • Cost effective	• **In-house** • Contractor	1. Determine fee structure – ***Done*** 2. **Approved SWAP option - March** 3. **Public messaging – Mar.** 4. Public discussion – March 5. Review first draft – April 6. Determine budget – April 7. Review final draft – April 8. Present Action Plan to Council – May 9. Solid Waste Management: Adoption July
3. LAND DEVELOPMENT *What is the City's role to ensure residential development readiness?* * **Land Development Strategy** • Assess current situation • Forecast growth trends • Evaluate various growth options • Provide guidance to the private sector	• **In-house & YG with help** • City effort • Consultant	1. **Review YG conditions – March** 2. Create growth scenarios- April 3. Review scenarios – May 4. Adopt strategy - June
4. SERVICE CAPACITY * **Review** • Maximize efficiencies • Ensure realistic expectations • Balance service levels with resources • Ensure reasonable staff workloads • Confirm Council expectations • Research creative revenue options	• **In-house with facilitator** • In-house • Consultant	1. **Inventory update – April** 2. **Conduct workshop – May** 3. Service Policy Review – June 4. Evening service decisions - June 5. Service Adjustment Targets – Sept.
5. **TRANSIT SERVICE** *How do we improve the service?* * **Weekday evening service** • Identify gaps • Increased ridership • Reduced subsidy • Reduced vehicle use • Increased mobility	• **In-house** • Consultant	1. Prepare budget scenarios – ***Done*** 2. College Decision: U-pass – Feb. 3. **Budget discussions – April** 4. Service readiness - ?
NEXT		
TOURISM FUNCTION *What is the City's role in tourism?* * **City's role** • Avoid duplication with YG • Determine targets • Determine City focus • Maximize sport tourism • Determine Niche markets • Enhanced visitations • Enhanced tourist spending • Improve marketing efforts	• **In-house with facilitator** • Consultant • Combination	1. Meeting with YG – ***done*** 2. Review current state – March 3. **Host stakeholders workshop** – June *Review inventory; Determine ideal* *Identify gaps; & Develop strategies* 4. Determine City's role – Sept. 5. Tourism Work Program – Oct.

APPENDIX 8

STRATEGIC PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Strategy NEXT cont'd.	ACTION – What, Who, When
MUNICIPAL SERVICES BUILDING *How do we proceed to accommodate staffing for future growth needs?* * **Business Case** • Conduct need analysis • Determine location • Prepare conceptual design • Understand budget implications • Ensure sustainability principles	• In-house • **Consultant**	1. Request for Proposal – ***Done*** 2. Award contract – ***Done*** 3. **Design options – May** 4. Public input – June 5. Business case – June 6. Council direction – July 7. Engineering – December 8. Tender – Jan. 2014 9. Completion – Dec. 2015
ECONOMIC DEVELOPMENT *What is the City's role in economic development of the community?* * **Strategy Review** • Achieve economic diversification • Increase tax base • Jobs to retain local youth • Trained labour force • Business retention • Nurture Business expansion • Promote shop local • Facilitate interagency collaboration	• **In-house** • Consultant	1. **Hire EDO – July** 2. Develop work program – July 3. Review ED Strategy – August 4. Identify targets – September
PUBLIC COMMUNICATION STRATEGY *How do we communicate better?* * **City Function** • Enhanced public awareness • Determine strategic targets • Use multiple methods • Have an organized approach • Have in-house expertise	• **In-house** • Consultant	1. **Hire interim help – Feb.** 2. Staffing proposal – March 3. Hire person – June 4. Conduct orientation – July 5. Update policy – September 6. Present work program – September
HOUSING *What is the City's role in attainable housing?* * **City Role** • Affordable housing • Residential supply • Safe dwellings • Integrated approach • Access YG funding • Homeless reduction • Integrated approach	• **Facilitate discussion** • Direct City Action • Land Use Planning • Promote Opportunities <u>Stakeholders</u> • City • First Nations • Non-Government Organizations • Yukon Government • **Combination**	1. Review City Report – **Done** 2. **Meet with Yukon Housing Corp.** – Mar. 3. Attend YG Forum – March 4. Define City role – July 5. Explore best practices – July 6. Facilitate group meeting – July
DOWNTOWN DENSIFICATION *How do enhance the vitality of the downtown area?* * **Site Projects** * City Projects • Create people destination • Tourism attraction • Create business opportunities • Increased residents • Provide incentives • Remove disincentives	<u>Waterfront</u> • **City** • YG • City • Business	1. Undertake aesthetic improvements - July
	Downtown South • **City, YG, KDFN & Business** • YG • City • Business	1. Try to find Land Transfer - *nd*
	• **Bylaw Review** • Incentives • Disincentives	1. Review City practices – *nd* 2. Research best practices- 3. Facilitate stakeholder dialogue -

APPENDIX 8

STRATEGIC PRIORITIES WORK PROGRAM

ORGANIZATIONAL EXCELLENCE		
Procedures Bylaw- * Review • Ensure effective decision making • Maintain good decorum • Portray good leadership	○ **In-house** ○ Consultant	1. Preliminary Review – ***done*** 2. Review draft – March 3. Bylaw approval – June
Strategic Plan - *Adoption • Clear Council & staff roles • Defined priorities • Guidance for the budget • Public input & feedback • Community partnerships	• **In-house** • Consultant ○ **Public Process** ○ In-house Process	1. Public input – ***done*** 2. Priority Message – ***done*** 3. Action Plan development – ***done*** 4. Council adoption – June 5. Public release – June
Organizational Review- *Phase 3 • Enhanced effectiveness • Improved efficiency • Clear roles and functions	• **In-house** • Consultant	**1. Interim assessment – May** 2. 1 year evaluation of program – Sept.
Performance Management - *System • Clear expectations • Staff accountability • Recognition of effort	• **In-house** • Consultant	**1. Research existing systems** 2. Select program 3. Start-up new system – Sept.

ADVOCACY	
Recycling Stewardship Support - Regulations	*Achieve Territorial legislation to encourage recycling*
Land Development - Land Transfer	*Secure land for future residential development needs*
Infrastructure Deficit - Program Extension	*Seek extension for Federal funding program visa AYC and FCM* - ***done***
Municipal Act Review - Amendments	*Ensure City's interests are reflected in amendments*
City Legislation - City Charter	*Seek enabling legislation to meet City needs*
S.S. Klondike - Funding	*Funding to support operation*
High Speed Internet -System Expansion	*Seek region-wide infrastructure*
Homelessness - Solutions	*Seek Territorial action to address local needs*

NOTIFICATION

With respect to the estimated dates provided throughout this document, the reader / user should be aware that dates reflect a 'best efforts' timeline given the priorities, resources and influencing factors experienced by the City of Whitehorse. Dates on pages 18, 20, 33, 34 and 35 are subject to adjustment. Readers of this document will appreciate that the City of Whitehorse is continually adapting to internal factors and external influences which may alter specific project timelines.